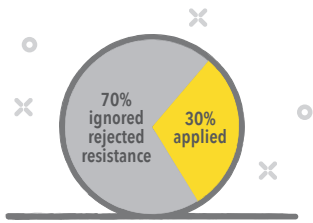
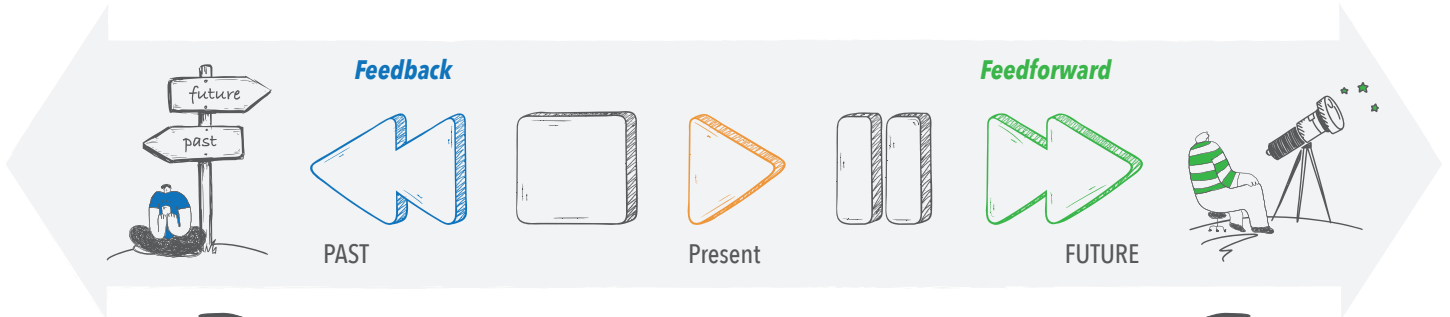


Feedback and Feedforward

One size does not fit all



- Regenerates**
- Expand**
- Particular**
- Authentic**
- Impact**
- Refines**



The brain learns from the past to predict the future. Focus on past performance

Shifting to future tense, transformational and more reassuring. Focus on action & potential

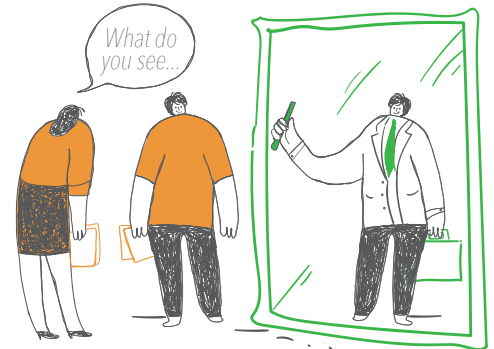
"Outside-in" approach



How it is perceived

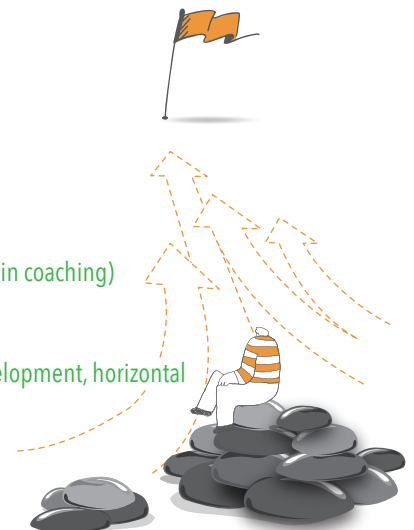
- Feeling**
Relive mistakes - Imagine success
- Acceptance**
Accept others' ideas - Own ideas
- Perspective**
Of the giver - Of the receiver

"Inside-out" approach



Roles and relationship

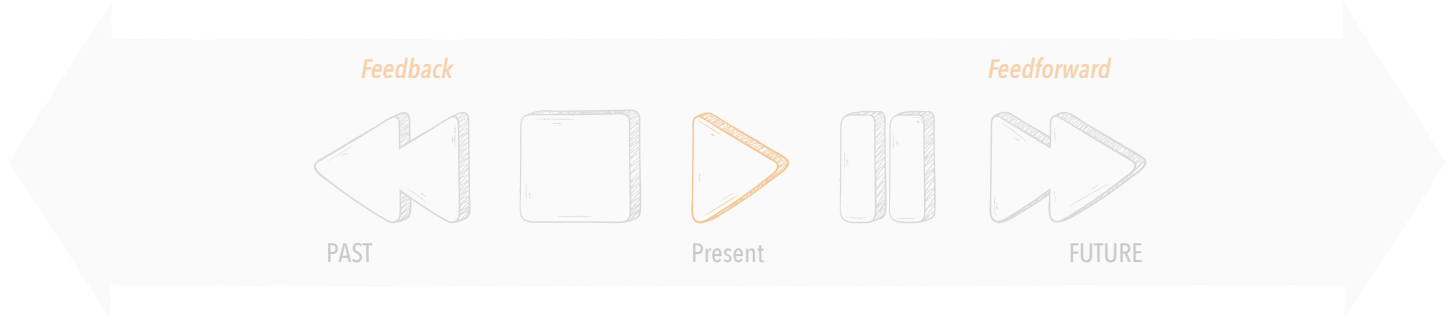
- Role of giver**
Manager as Direction Setter - Manager as Coach
- Role of receiver**
Receiver in passenger seat - Receiver in the driver's seat (as in coaching)
- Relationship**
Hierarchy and power, vertical - Partnership, co-creation in development, horizontal



Efficient use of Feedback and Feedforward

In which case and for whom it works better

My preference and that of my team members *(to fill out)*



Impact of

Level of Experience

Experts prefer feedback to learn – Novices prefer feedforward as reassurance

Reference values

Private Self reference (own values) – Public Self reference (value what others think)

Ideal Self reference (approach attitude) – Ought Self reference (avoid attitude)

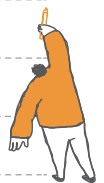
Motivators

Intrinsic motivation – Extrinsic motivation

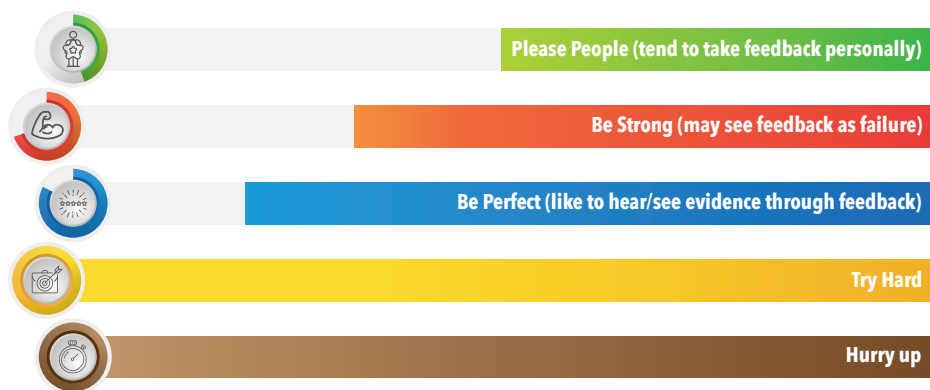
Styles of feedback

Direct negative feedback – Indirect negative feedback

Explicit communication/Low-context – Implicit communication/High-context



Working styles



Individual needs





Organisations are not inclusive at their inception. It takes a deliberate effort and intention to create inclusive practices. Feedforward provides an opportunity to exercise inclusive leadership in its focus on transformation, potential and co-creation

Tools to REPAIR the future - Feedforward

Regenerates talent – to attract and retain talent

Expands use amplifiers, not silencers*

Particular only one issue at the time

Authentic honest and direct, no threat

Impact start with a big end goal, line the path
with smaller steps - let people suggest own ideas

Refines group dynamics – horizontal **leading leads** to
partnership in development process

*Silencers (-)	Amplifiers (+)
Yes, but...	Yes, and...
That will never work.	What if we tried this?
I don't see that happening.	How might we do this?
We aren't staffed for that.	Let's try to reallocate.

Useful phrases for feedforward

Just some examples:

What if next time....

What I wish for you when....

How about ... at the next meeting...



Some coaching questions (letting go of our own ideas):

What options do you see?

What do you need?

What do you see as your next step?